

**Department of Veterans Affairs**  
**Electronic Commerce (EC) Implementation Plan for Fiscal years 1999 and 2000**

1. Major Initiatives:

Standard Automated Contracting System (SACONS): The Office of Acquisition and Materiel Management (OA&MM) is in the process of implementing a COTS contracting and procurement system at the National Acquisition Center (NAC). SACONS will afford the NAC with the automation necessary to build, award, and maintain multi-million dollar National, Federal Supply Schedule (FSS), and High-End Medical Equipment contracts. As part of this implementation, vendors will be encouraged to submit electronic proposals (electronic catalogs) in response to solicitations posted by the NAC. The electronic proposals will be reviewed and award action will be taken accordingly by the applicable contracting officers. Once fully implemented, SACONS will replace a very cumbersome paper-intensive contracting process with one that is electronic and fully automated.

a. How does the initiative support government wide policy principles?

VA's implementation of SACONS will materially improve National and Federal Supply Schedule contracting. Both VA and our industry partners will benefit from a reengineered contracting process. SACONS is a COTS contracting and procurement application.

b. How does the initiative support building blocks in the government-wide plan?

SACONS is a COTS automated contracting and procurement system which is one of the government-wide building blocks.

c. Is the initiative material to the Department's financial operations?

Specifications to support the development and implementation of an interface between SACONS and the Financial Management System (FMS) are being finalized. The interface is expected to be implemented during the fourth quarter of FY 99. This interface will primarily support obligation and associated billing requirements associated with customer support services provided by the NAC and our Fort Detrick, MD, office.

d. Is the initiative a major acquisition?

SACONS at this point in time does not meet the definition of a major acquisition.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Electronic Catalog (ECAT): Vendors' cooperation in submitting (populating) electronic catalogs for contracts they currently hold with the NAC as well as future submissions of electronic product catalogs during the solicitation and award of FSS, National and High-End Medical Equipment contracts will form the basis for creation of OA&MM's Electronic Catalog in SCONS. The Electronic Catalog will contain line item specific detail for all items and manufacturers awarded either FSS, National Contracts or High-End Medical Equipment contracts. Contract holders will be responsible for maintaining the currency of their catalogs through provisions incorporated in SCONS. The catalogs will be maintained electronically either through the submission of the 832 Price/Sales Catalog, Electronic Data Interchange (EDI) transaction or corresponding 832 flat file records. Because the catalog will have the most current up to date listing of the availability and pricing of items under FSS, National and/or High-End Medical Equipment contracts, we plan to make the catalog available electronically for review by all our VA ordering activities, DOD military treatment facilities, as well as our Prime Vendor distributors.

a. How does the initiative support government-wide policy principles?

OA&MM's Electronic Catalog will facilitate best value buying. By providing using service personnel and purchasing agents electronic access to all of the items for which OA&MM has established FSS, National or High-End Medical Equipment contracts, we will curtail open market purchasing and take maximum advantage of lower prices that are accessible through national contracts.

b. How does the initiative support building blocks in the government-wide plan?

Electronic Catalogs are one of the building blocks of the government-wide Electronic Commerce (EC) plan.

c. Is the initiative material to the agency's financial operations?

No

d. Is the initiative a major acquisition?

The Electronic Catalog does not meet the definition of a major acquisition.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Business Opportunities System (BOS): In responding to the Office of Federal Procurement Policy (OFPP) mandate to post all contract solicitations on the Internet with electronic linkage to GSA's Acquisition Reform Network (ARNET), development efforts are underway which will result in the implementation of a Business Opportunities System (BOS) web-based application. This web application will support the processing requirements for the entire VA, thereby making VA compliant with the "single face to industry" objective advocated by OFPP. The BOS will support the following functional processes associated with contracting; provide a contracting officer's tool set containing templates/samples of recurring statements of work and boilerplates, extensive on-line help, creation of and maintenance of contract and vendor profile databases, track vendor performance issues, support vendor registration, accommodate posting of solicitations and receipt of electronic offers via the web, support the generation and posting of CBD notices, support protest processing and associated decision making, and provide linkage/query capability to the VA Electronic Catalog.

a. Indicate how the initiative supports government wide policy principles? The BOS will support best-value buying by giving our purchase requirements even greater visibility with industry, stimulate competition, and support easy and efficient information exchange during the procurement process.

b. How does the initiative support building blocks in the government-wide plan? OA&MM's BOS is a prime example of a contract formation/administration tool which is a building block in the government-wide EC plan.

c. Is the initiative material to the agency's financial operations?  
No

d. Is the initiative a major acquisition?  
The BOS does not meet the definition of a major acquisition.

e. Does the initiative fall outside the criteria mentioned in b, c, and d, above.  
No

Public Key Infrastructure Project: VA's Public Key Infrastructure (PKI) will implement a shared public key infrastructure of hardware and software products, services, procedures and policies within the Department. It will be used by potential computer applications to deliver secure electronic services to VA's beneficiaries, employees, and commercial trading partners on a pilot basis across open networks such as the Internet. The project which will be initiated in phases will enable implementation of VA applications such as the Electronic Shopping Mall which require strong authentication, resolve legal, policy and procedural matters related to electronic services, and quantify costs and benefits of using PKI for electronic service applications.

a. How does the initiative support government wide policy principles?

VA's PKI pilot project will help the Department manage the risk of providing electronic services over the Internet.

b. How does the initiative support building blocks in the government-wide plan?

VA's PKI pilot project will further support authentication efforts for our EC Internet application which is a building block in the government-wide EC plan.

c. Is the initiative material to the agency's financial operations?

No

d. Is the initiative a major acquisition?

The PKI project does not meet the definition of a major acquisition.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Migration to a New VA Financial Management and Logistics System: In fiscal year 1999, the Office of Financial Management (OFM), in partnership with the Administrations and Staff Offices, will initiate a study to determine the requirements for a VA integrated financial management and logistics system which takes advantage of the flexibility of emerging “enterprise systems”. The study team, made up of key stakeholders and a contractor will complete a comprehensive analysis of alternatives, benefit-cost, and return on investment linking implementation of a future financial system to VA’s business goals and objectives. A key component of the analysis is understanding the ongoing reengineering of the Department’s financial and administrative processes to obtain a picture of the environment in which a future corporate VA financial and logistic system will operate. In addition, a comprehensive review of contemporary off-the-shelf (COTS), integrated financial management systems is being completed as part of defining a COTS alternative.

a. How does the initiative support government wide policy principles?

A study which supports the migration to an integrated financial management and logistics system and results in the procurement of a COTS enterprise-wide solution with robust capabilities, both in terms of architecture and functionality to support current and future EC applications, will provide a major boost to Electronic Commerce within the Department. This initiative supports all of the governmentwide policy principles.

b. How does the initiative support building blocks in the government-wide plan?

If the study results in the procurement of an enterprise financial and logistics solution, the new system will contain the functionality and architecture to support most of the government-wide building blocks.

c. Is the initiative material to the agency’s financial operations?

Yes, the study will make the case to migrate to a new integrated financial management and logistics system. This study is included in the VA’s FY 2000 internal budget submission.

d. Is the initiative a major acquisition?

The study is not considered a major acquisition. However, if the study results in a recommendation to migrate to a new system, the procurement of such a system would be considered a major acquisition and would be submitted in VA’s FY 2001 internal budget.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Transition to New GSA SmartPay Purchase Card Governmentwide Contract:

In FY 99, the VA will migrate to the new GSA SmartPay contract. In March 1998, VA awarded their purchase card Task Order to Citibank. The Task Order, effective early FY 99, will necessitate the transition of our program, encompassing over 33,000 purchase cardholders and numerous electronic interfaces, from US Bank to the Citibank processing platform. We will be converting our Prime Vendor Payment portfolio as well. A key strategy of the transition effort will involve pilot testing Citibank card issuance and developing the interfaces necessary to ensure continued electronic processing for purchase card transactions.

a. How does the initiative support government wide policy principles?

Implementation of the SmartPay purchase cards and prime vendor payment program allows VA to use commercial bankcard services to facilitate the buying and paying process. Purchase cards, a proven streamlining tool, eliminate procurement and payment steps, reduce unnecessary paperwork and invoice processing, and allow operational managers an active role in the acquisition process.

b. How does the initiative support building blocks in the government-wide plan?

Purchase cards are a key feature of payment utilities, a fundamental building block of the government-wide plan. Purchase cards use a commercial infrastructure for financial processing, featuring utilities such as authorization control, the actual transaction processing and reporting.

c. Is the initiative material to the agency's financial operations?

Yes. Purchase card use is an integral piece of VA's financial operations. It streamlines both acquisition and financial processing, reducing the number of purchase orders, receiving reports and associated invoices.

d. Is the initiative a major acquisition?

Use of the GSA SmartPay contract is at no cost to the Government, so does not meet the definition of a major acquisition. Additionally, VA will earn a rebate from the card issuer on each procurement transaction, estimated to be in excess of \$10 million each year.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Use of Commercial Bankcard Processing System for Intra-governmental Transfers (IGOTS): During FY 1999, VA will serve as a key agency to evaluate and develop an electronic solution for processing IGOTS on a commercial platform. VA is serving as the Chair of the IGOTS Agency Advisory Board to guide and advise the IGOTS project management team toward a streamlined, realistic solution. Several options will be evaluated including the existing IGOTS functional design, using commercial practices, the new OPAC system and the USA card. The cost to agencies and Treasury of all models will be examined and include operational costs of all systems evaluated. Solutions must be identified in several key areas before the final IGOTS solution for retail transactions can be implemented.

a. How does the initiative support government wide policy principles?

Use of the commercial bankcard processing infrastructure allows the Government to use existing commercial processing systems to facilitate agency to agency purchases.

b. How does the initiative support building blocks in the government-wide plan? Purchase cards are a key feature of payment utilities, a fundamental building block of the government-wide plan. Using purchase cards to facilitate procurement and payment transactions between agencies would allow utilization of a commercial infrastructure for financial processing, featuring utilities such as authorization controls, actual transaction processing and reporting.

c. Is the initiative material to the agency's financial operations?

Yes. A simplified IGOTS approach would greatly assist in the reconciliation of government-to-government transactions, would ensure the transactions were electronic and accomplish many of the streamlining results associated with the purchase card as it is used in the commercial market today.

d. Is the initiative a major acquisition?

It is not anticipated that this initiative would be categorized as a major acquisition for VA, however, full costs for the various IGOTS solutions have yet to be determined.

e. Does the initiative fall outside the criteria mentioned in b, c, and d above?

No

Expansion of the GSA SmartPay Purchase Card Task Order to Include Value Added Products and Services: In concert with purchase card program expansion during FY 1999 and FY 2000, VA also intends to take advantage of the numerous value added products and services offered through the GSA SmartPay contract. We will evaluate the various card processing technologies available through that vehicle, prepare a business case for those that seem beneficial, develop milestones and tasks for proof of concept evaluation. Once each evaluation is complete, we will develop implementation plans, to include pilot test time frames, for those initiatives that will strategically benefit VA. Technologies such as smart cards, hybrid cards, e-malls and other chip technologies including integrated card solutions will be explored and analyzed. A key tenant of our efforts in implementing new technologies will be the evidence of interoperability with other technologies.

a. How does the initiative support government wide policy principles?

The expansion of EC projects that support commercial processes will make the buying and payment processes easier and more efficient for buyers and sellers. The GSA SmartPay contract vehicle provides technologies that are currently commercially available and also provides for the addition of value added products and services to support the advancement of future technologies. The contract provides a consolidated source to use as agencies develop and refine EC solutions.

b. How does the initiative support building blocks in the government-wide plan? Expansion of EC projects, in concert with the value added products and services found in the GSA SmartPay contract, is consistent with the building blocks described in the government-wide plan. The contract allows agencies greater flexibility to best meet their EC needs, allows for the integration of business practices and has a technology refresh clause that will serve to continually update the contract as technologies advance.

c. Is the initiative material to the agency's financial operations?

Yes. Use of the contract vehicle will ensure that buying and paying functions can continually be refined, taking into consideration emerging technologies and interoperability.

d. Is the initiative a major acquisition?

No

e. Does the initiative fall outside the criteria mentioned in b, c, and d, above?

No

## 2. Milestones and Measures:

Initiative #1 – Implement SACONS (Standard Automated Contracting System) at OA&MM's centralized buying activities.

	<b>Start</b>		<b>Completed</b>	
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Finalize implementation @ the NAC, and Fort Detrick	10/1/98		6/30/99	
Complete implementation in Acquisitions Operation Service	6/30/99		9/30/99	
Complete implementation @ the DDC	6/30/99		3/30/2000	

We will measure the effectiveness of SACONS to the extent to which it automates the FSS, National and High-End Medical Equipment contract process.

Initiative #2 – Establish an Electronic Catalog for FSS, National and High-End Medical Equipment contract items established by the NAC.

	<b>Start</b>		<b>Completed</b>	
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Print and distribute letter to industry	9/1/98		9/30/98	
Analyze survey results	10/1/98		11/30/98	
Work with selected vendors to test Transactions and supporting Programs	12/31/98		3/31/99	
Fully implemented (populated) Catalog	3/31/99		3/31/00	

The effectiveness of the Electronic Catalog will be measured by the ability of our customers and vendors to access the catalog for up-to-date pricing.

Initiative #3 – Establish a Business Opportunities System

	<b>Start</b>		<b>Completed</b>	
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Finalize requirements	10/1/98		10/31/98	
Program requirements	10/31/98		3/31/99	
Conduct training	5/1/99		8/31/99	
Implement system (Phased following training administration)	5/1/99		9/30/99	

The effectiveness of the BOS will be measured by the extent to which our contracting officers and vendor community participate in the system.

Initiative #4 – Implement a Public Key Infrastructure (PKI) project

	<b>Start</b>		<b>Completed</b>	
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Demonstration phase	10/1/98		12/31/98	
Pilot phase I	1/1/99		11/1/99	
Evaluation	6/1/99		9/30/99	
Pilot phase II	11/1/99		9/30/00	

The PKI project will be measured by the extent to which it facilitates EC over the Internet.

Initiative #5 – Migration to a new Financial Management and Logistics System

	<b>Start</b>		<b>Completed</b>	
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
Initiate study	11/1/98		11/30/98	
Complete study	5/1/99		5/30/99	
Obtain internal budget approval	6/1/99		9/30/99	
Establish project office	10/1/99		11/30/99	
Develop solicitation document	11/30/99		1/30/00	
Make preparations for a prototype pilot	1/30/00		9/30/00	

The migration to a new financial and logistics system will be supported by a detailed cost/benefit analysis.

The new Financial Management and Logistics system will be measured by the extent that it eliminates financial and logistics interfaces, thus streamlining data entry and processing.

Initiative #6 - Transition to New GSA SmartPay Purchase Card  
Governmentwide Contract:

	<b>Start</b>		<b>Completed</b>		
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	
Implement pilot testing for purchase and prime vendor card issuance	11/1/98		11/30/98		
Implement pilot testing for Citibank to VA to facilitate system interface testing for purchase cards and prime vendor	11/1/98		12/30/98		
Issue Citibank purchase cards to all current VA IMPAC cardholders, including prime vendor	11/15/98		11/25/98		
Activate purchase cards and prime vendor program cards	11/30/98		11/30/98		
Resolution of outstanding transition issues	11/30/98		4/30/99		

The transition to the GSA SmartPay contract will be measured to the extent that it automates card management processes.

Initiative #7 - Use of Commercial Bankcard Processing System for Intra-governmental Transfers (IGOTS):

	<b>Start</b>		<b>Completed</b>		
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	
Implementation of IGOTS on standard commercial bankcard processing platform	11/30/98		11/30/98		
Formation and participation on IGOTS Advisory Board as Chair	11/15/98		12/15/98		
Identification of various IGOTS processing vehicles and associated operational costs	12/15/98		2/28/99		
Evaluation of all viable solutions, advise agencies of implementation plan and agree upon deadline	1/15/99		3/15/99		
Form VA project team and develop implementation plan for the IGOTS solution, to include process flow and identification of potential interface development	3/15/98		4/1/99		
Identify potential changes to cardholder profiles	4/1/99		5/1/99		
If applicable, develop systems interfaces for IGOTS transaction files including FMS transactions	4/1/99		6/1/99		
Begin testing of interfaces to commercial processor and FMS	6/1/99		8/1/99		
Initiate applicable changes to cardholder profiles	6/1/99		9/1/99		
Pilot test, using live card data, all interfaces applicable to IGOTS	9/1/99		11/1/99		
Implement IGOTS nationwide	11/1/99		12/1/99		
Follow-on testing and evaluation of the IGOTS process	12/1/99		4/1/00		

The effectiveness of the implementation of IGOTS will be measured by the ability to electronically process and reconcile IGOTS transactions.

Initiative #8 - Expansion of the GSA SmartPay Purchase Card Task Order to Include Value Added Products and Services:

	<b>Start</b>		<b>Completed</b>		
<b>Milestone Description</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	
Identify and categorize available value added products and services on GSA SmartPay	4/1/99		5/1/99		
Identify and evaluate current or proposed EC initiatives Governmentwide	5/1/99		7/1/99		
Summarize findings and results	7/1/99		9/1/99		
Form project management team to develop EC strategies, based on findings	9/1/99		9/15/99		
Prioritize initiatives based upon business case evaluation	9/15/99		10/1/99		
Develop staggered implementation plan	10/1/99		11/1/99		
Begin prioritized implementation of selected technologies	12/1/99		9/30/00		

The effectiveness of the GSA SmartPay Value Added products will be measured to the extent that streamlines, interoperable EC processes are developed and implemented.

### 3. Management Structures and Processes:

A. Management Structures and Processes being used to Integrate and Coordinate EC Planning. In 1995, the Offices of Finance (OF) and Acquisition and Materiel Management (OA&MM) worked in partnership to develop an Electronic Commerce Strategic Plan which laid the groundwork for a number of EC initiatives to integrate buying and paying functions. To further cement the partnership and to respond to amendments to Section 30 of the Office of Federal Procurement Policy Act, the Deputy Assistant Secretary for Finance and the Deputy Assistant Secretary for Acquisition and Materiel Management were officially designated as VA Program Managers for Electronic Commerce by the Secretary. VA's Electronic Commerce Strategic Plan for FY 1999-2000 is a joint effort of these two program managers.

The Offices of Finance and Acquisition and Materiel Management, working in conjunction with elements of the Office of Information Resource Management (OIRM) and Veterans Health Administration (VHA) Chief Information Office, as well as our industry partners have collaboratively coordinated and implemented a number of EC related initiatives. A case in point is VA's Purchase Card program. VA's successful implementation of its Purchase Card program can be directly attributed to a coordinated interdisciplinary effort on the part of finance, supply, and information technology program offices, our industry partners and VHA. Creating the Credit Card System (CCS), providing guidance and Purchase Card training for using service personnel, reengineering legacy procurement and financial systems to incorporate purchase card processing, and formulation of policy on purchase card use were all necessary ingredients for a successful implementation. To evaluate our implementation of the Purchase Card program, a comprehensive end of month report was developed to measure progress throughout VA's Administration and Staff offices. Other EC initiatives have reflected this interdisciplinary and coordinated approach, for example, VA's EDI Purchase Order Program, Prime Vendor programs, and electronic Request For Quotations (RFQs). As we embark upon future initiatives, it is clear that an integrated, coordinated effort will be required to implement enhanced elements of the GSA SmartPay contract, an Electronic Shopping Mall, the PKI project and VA's migration to a new integrated financial and logistic system.

#### B. Participation in Interagency Groups:

VA is or has participated on the following Interagency EC Groups:

1. Federal PKI Steering Committee: VHA and OIRM staff are participating on this Committee which is coordinating efforts toward a government-wide interoperable PKI.

2. Federal Electronic Commerce Acquisition Team (ECAT): VA Acquisition and Information Resource Management (IRM) staff participated in this group early-on to develop the initial requirements for EC buying processes.

3. Federal Electronic Data Interchange Standards Management Coordinating Committee (FESMCC): IRM, financial management, and supply representatives participate on this Committee and its various workgroups which help to coordinate federal adoption of national and international EDI standards.

4. Federal Electronic Commerce Coordinators Committee: VAIRM, financial management, and supply representatives have participated on this committee which has helped OMB develop the major elements of a strategic roadmap to advance Electronic Commerce in the federal government.

5. Interagency Acquisition Internet Council (IAIC): VAIRM and acquisitions staff have participated on this council which was established to promote ways to optimize the use of the Internet in streamlining the Federal Acquisition process.

6. Electronic Processes Initiatives Committee (EPIC) Buying and Paying Task Force: VA financial management, IRM, and supply staff are participating on a cross-functional leadership effort to re-engineer Federal business processes through the use of Electronic Commerce.

7. Financial Implementation Team for Electronic Commerce (FITEC): VA financial management staff are participating on this sub-group of the CFO Council leading a Governmentwide effort to educate agencies on best practices in Electronic Commerce initiatives and to identify new electronic financial processing techniques.

8. Intra-governmental Transfer Systems (IGOTS) Advisory Board (IAB): VA finance staff chairs this Board, and with the participation of procurement staff, are tasked with evaluating proposed IGOTS designs and processes. The Board's goal is to determine the most streamlined and cost-effective solution for government-to-government transactions.

9. Smart Card Project Managers Group: VA finance and procurement staff participate on this Governmentwide team working on issues related to the development of interoperable smart card systems within the Federal government.

10. Electronic Commerce Customer Advisory Board (ECCAB): VA finance staff participate on this Inter-agency Customer Board, which serves to provide guidance to various teams and agencies developing and implementing electronic commerce initiatives, to ensure Governmentwide goals are accomplished.

C. Steps Taken to Achieve Uniform Implementation and Use Existing EC and EDI Systems and Structures: One of the key factors in the successful implementation of the Purchase Card program in VA was VHA's adoption of a policy mandating the use of the Purchase Card and EDI processes for 95% of its micro-purchases. This goal, incorporated in senior managers' performance plans was monitored to ensure uniform implementation throughout VHA's healthcare system. The reengineering of VHA's legacy procurement and financial system to incorporate Purchase Card processing, EDI purchase cards and electronic RFQs has also ensured uniformity throughout the system in executing Electronic Commerce buying and paying transactions. The reengineered legacy system also provides a reporting capability that ensures compliance with EC policies and procedures. In FY 1997, OA&MM working closely with VHA's Chief Information Office made a consolidated procurement of hardware and software that will support Electronic Commerce on the Internet for all of VHA's contracting activities. VA's implementation of EC activities outlined in our Implementation Plan are already underway in most cases. Program managers for the Purchase Card and EDI programs, PKI, and migration to a new financial management system projects have made a concerted effort to involve and ensure the buy-in of key stakeholders in the Administrations and Staff offices both in CO and the field in the planning, decision making and implementation of the initiatives to obtain conformity throughout VA. The involvement of key stakeholders throughout the process lends support to the Departmental goal to operate as One-VA.

Early on in VA's planning for EC, it was decided that the Financial Services Center (FSC) and the Austin Automation Center (AAC) in Austin, Texas would be the central processing hub for all Electronic Commerce buying and paying functions. VA's Electronic Commerce transaction processing is accomplished utilizing existing hardware and software resources as well as CCS and EDI translation software, all of which can and will be used to support future EC buying and paying functionality and/or EC applications not associated with buying and paying. In its GSA SmartPay project, OF will take advantage of Citibank's Electronic Commerce Internet capabilities. OA&MM has made a good faith effort to migrate source code from the NASA/GSA Posting System to support the development of our own Business Opportunities System for solicitations. There are a number of existing options under consideration both from the public and private sector to provide the computing environment to support an Electronic Shopping Mall concept.

D. Responsible Official for Coordinating all EC Initiatives across the Agency: The Assistant Secretary for Financial Management is the official responsible for coordinating all EC initiatives across the Department.